

The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

24 AUG 1977

DCI/IC-3421-77

MEMORANDUM FOR: See Distribution

FROM: John N. McMahon
Acting Deputy to the DCI for the
Intelligence Community

SUBJECT: Study of Photo Interpreter Resources

REFERENCE: My memorandum, dated 3 August 1977,
Same Subject

1. Since the original memorandum was written, it has become apparent that a more in-depth study is required than originally planned. Therefore, the participation must be expanded so that ASD(C³I), CIA, DIA, NPIC, Army, Navy, and Air Force are included.

2. I request that each of the organizations mentioned in paragraph 1 provide the name and phone number of its representative by 26 August (CIA, DIA, and NPIC have already provided names). The names should be passed to

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/s/ JOHN N. McMAHON

John N. McMahon

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3 AUG 1977

MEMORANDUM FOR: See Distribution

FROM: John N. McMahon
Deputy to the DCI for the
Intelligence Community

SUBJECT: Study of Photo Interpreter Resources

1. At the direction of the PRC(1) the Intelligence Community Staff is initiating a study of the use of photo interpreter (PI) resources from the Community perspective. As you know, the need for such a study arose from the problems that have accompanied requests by the National Photographic Interpretation Center (NPIC) to augment its PI force because of the increased workload [REDACTED]

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2. I am requesting the participation of CIA and DIA in this study in addition to NPIC and the Office of the Assistant Secretary of Defense for Command Control, Communications and Intelligence. The IC Staff will provide a Chairman for the study and will provide additional support from the COMIREX Staff. The focus of the study will be to determine what is the current [REDACTED] need for photo interpreters in the national (NFIB) organizations and how this need can best be satisfied.

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3. I request that each of these organizations mentioned as members in paragraph 2, provide the name of its representative by 8 August. These names should be passed to [REDACTED]

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/s/ JOHN N. McMAHON

John N. McMahon

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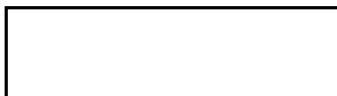
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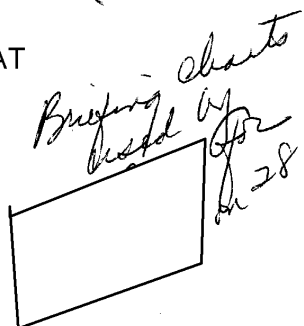
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Distribution:



- 1-A/DDCI
- 2-D/OPEI
- 3-D/OPBD
- 4-D/DIA
- 5-D/NPIC
- 6-ASD(C³I)
- 7-TCO/State
- 8-TCO/NSC
- 9-TCO/Air Force
- 10-TCO/Navy
- 11-TCO/Army
- 12-ID/EXSUBCOM
- 13-IC Registry
- 14-ID Subject
- 15-ID Chrono

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STUDY OF PHOTO INTERPRETER RESOURCES

REASONS FOR STUDY

- SERIES OF NPIC REQUESTS FOR MORE PEOPLE
- DIA RESISTANCE TO PROVIDING SLOTS
- PRC(I) REQUESTED THAT IC STAFF STUDY "THE PROBLEM OF PI BILLETS FROM A COMMUNITY PERSPECTIVE"
- DCI EXPRESSED CONCERN FOR "HOW WE DETERMINE DESIRABLE AND AFFORDABLE OVERLAP"
- DCI DIRECTED AD/DCI/ICS "... TO DEVELOP AN INDEPENDENT TASK FORCE TO DO A FUNDAMENTAL REVIEW"

SCOPE OF STUDY

- ANALYZE PRESENT AND FIVE-YEAR PROJECTED NEEDS FOR AND USE OF THOSE PI BILLETS WITHIN THE NATIONAL FOREIGN INTELLIGENCE PROGRAM SUBJECT TO NATIONAL TASKING
- STUDY OF NATIONAL AND DEPARTMENTAL INTELLIGENCE REQUIREMENTS AND HOW THEY EFFECT PI RESOURCE LEVELS
- FOCUS ON SUBSTANTIVE NEEDS OF NFIB ORGANIZATIONS AND AN EFFECTIVE DIVISION OF PI RESPONSIBILITIES AND RESOURCES TO FULFILL THOSE NEEDS
- EXAMINE THESE ORGANIZATIONS:

NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER

DEFENSE INTELLIGENCE AGENCY

CENTRAL INTELLIGENCE AGENCY

ARMY (USAINC)

NAVY (NISG)

AIR FORCE (AFDP)

CINCSAC

CINCEUR

CINCPAC

OBJECTIVES OF STUDY

- TO DO A FUNDAMENTAL REVIEW, FROM A COMMUNITY PERSPECTIVE, OF PI-RELATED REQUIREMENTS AND THE TASKING, ORGANIZATIONS, AND PI RESOURCES NEEDED TO ADDRESS IN THE MOST EFFECTIVE MANNER.
- TO RECOMMEND ANY NEEDED CHANGES TO THE CURRENT TASKING, MANAGEMENT, ORGANIZATIONAL STRUCTURES AND STAFFING

STUDY TEAM COMPOSITION

ICS CHAIRMAN

MEMBERS FROM:

NSD (C³I)

NPIC

DIA*

CIA

ARMY

NAVY

AIR FORCE

EXSUBCOM

* DIA IS ACTUAL OFFICE FOR
U.S. COMMAND

APPROACH BEING TAKEN

- IDENTIFY USERS (NATIONAL AND DEPARTMENTAL) IN TERMS OF THOSE WHO LEVY REQUIREMENTS ON PI RESOURCES
- EXAMINE THEIR REQUIREMENTS FOR OVERLAP/REDUNDANCY
- EXAMINE METHODS FOR REQUIREMENTS VALIDATION
- EXAMINE TASKING, PRODUCTION, DISTRIBUTION, EVALUATION PROBLEMS
- ESTABLISH REFERENCE POINT OF 1 OCT 1977 - WAS P. COMMUNITY DOING A SATISFACTORY JOB - IF NOT, WHERE WERE SHORTFALLS THAT MATTERED TO USERS?
- DESCRIBE ORGANIZATIONS AS OF THE REFERENCE DATE
- EXAMINE ORGANIZATIONS IN LIGHT OF PLANS FOR EXPANSION
- PREPARE FINDINGS AND RECOMMENDATIONS

(ANTICIPATED RESULTS (AT LEAST THE CHAIRMAN'S) (

- DOCUMENTATION OF THE BASELINE REFERENCE POINT
- ESTABLISH SOME FACTS TO REPLACE FEELINGS
- WILL FIND THAT:
 - PROCEDURES FOR COLLECTION REQUIREMENTS AND ANALYSIS EXPLOITATION ARE SOUND
 - SOME PROBLEMS IN SECOND-PHASE EXPLOITATION
 - IMPROVEMENTS NEEDED IN THIRD-PHASE EXPLOITATION
 - BASIC REPORTING PROGRAM NEEDS SOME MORE REFINEMENT
 - DIRECT SUPPORT EXPLOITATION NEEDS SOME CONTROLS
 - DATA BASE SITUATION IS WASTEFUL
 - TASKING PLAN NEEDS RE-WRITE
 - TOTAL ASSETS ARE SUFFICIENT - SOME SHIFTS NEEDED

SOME THINGS THAT STRIKE ME AS A LAYMAN

- BASIC REPORTING PROGRAM SEEMS TO BE PI: TALKING PIs
- NEED SOMETHING LIKE SYTI CAST AND MORE CHALLENGE TO TASKING - EVALUATION SYSTEM DATA INPUT
- NO GUIDELINES ON WHERE MULTIPLE LOOKS ARE NEEDED TO PROVIDE CONFIDENCE FACTOR TO DECISION MAKERS
- NO STANDARD DESCRIPTION OF A PHOTO INTERPRETER. WHEN IS A PI JUST ANOTHER INTELLIGENCE ANALYST USING IMAGERY AS HIS PRIME (NOT ONLY) DATA SOURCE?
- SHOULD HAVE A COMMUNITY-WIDE PI MANPOWER SURVEY USING A TEAM OF SURVEY PROS WHO HAVE BEEN EDUCATED ON PI WORK AND WHO APPLY CONSISTENT STANDARDS TO ALL ORGANIZATIONS.

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